

CHANGE REQUIRES iNSiGHT

2016-
10-22

Knowit

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1. Knowit

2. Why go Agile – why scale?
3. Scaling Agile Frameworks
4. LeSS Framework
5. SAFe Framework
6. Comparisons
7. Discussions / Reflections

AGENDA

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Systems Architect

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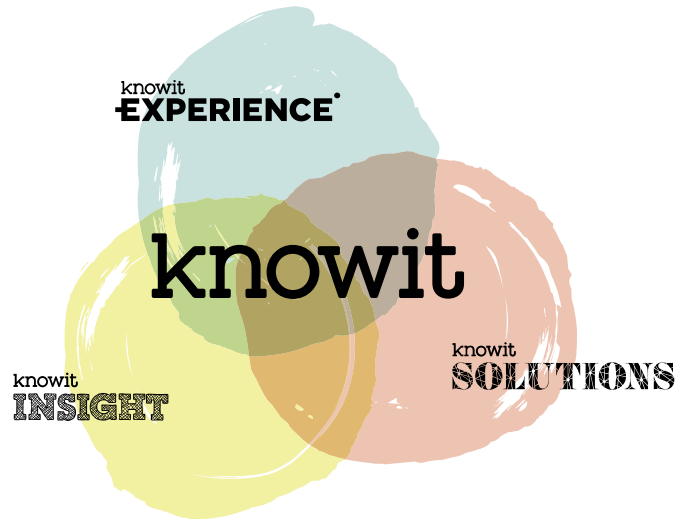
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WE ARE HERE!



Knowit shortly

- Nordic consultant company
- 2000 experts
 - 1200 specialists developing IT solutions
 - 500 consultants in the largest digital agency in the Nordics
 - 230 management consultants



1. Knowit

knowit **INSIGHT**

2. Why go Agile – why scale?

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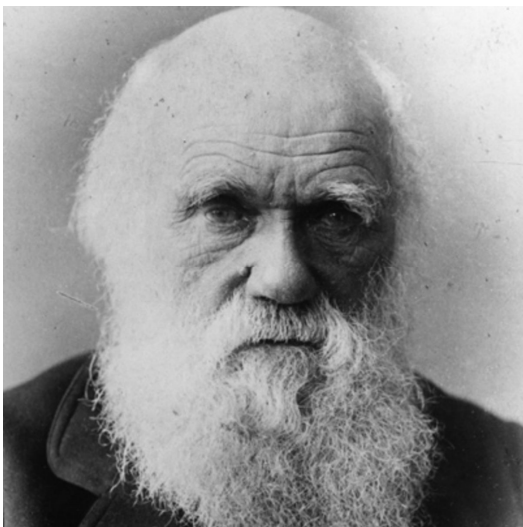
6. Comparisons

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SURVIVAL OF THE FITTEST

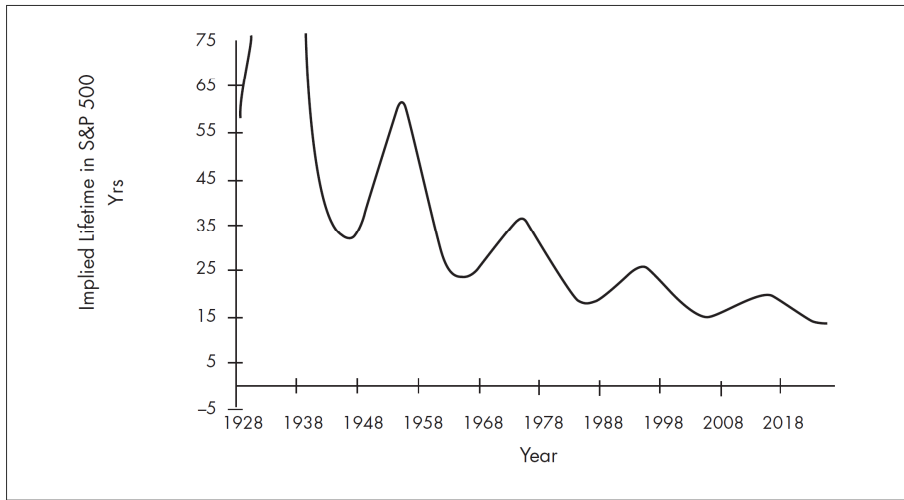
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It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.

Average Lifetime of S&P 500 Companies

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This company will be going strong one hundred and even five hundred years from now.

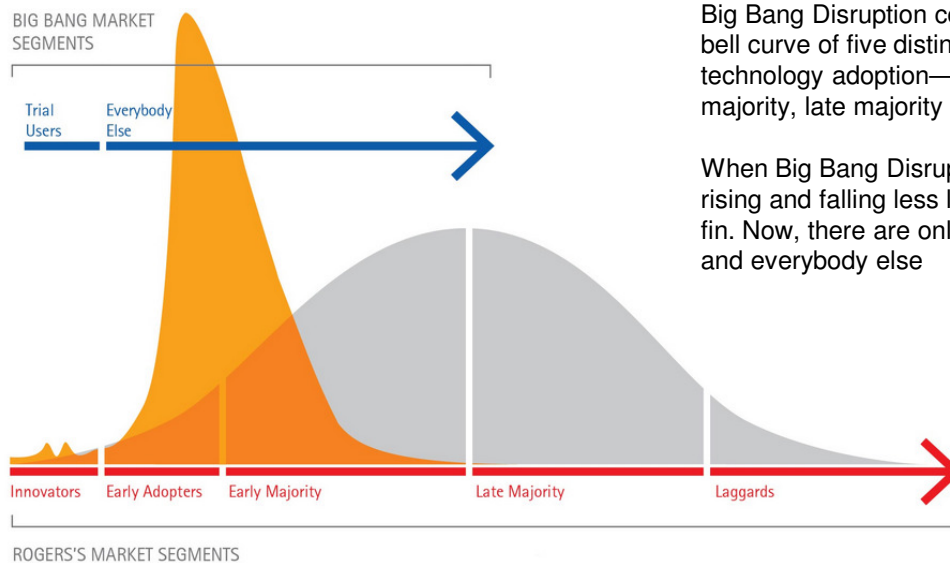
C. JAY PARKINSON, PRESIDENT OF ANACONDA MINES
statement made three years in advance of Anaconda's bankruptcy

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THE ERA OF BIG BANG DISRUPTION

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Big Bang Market Adoption

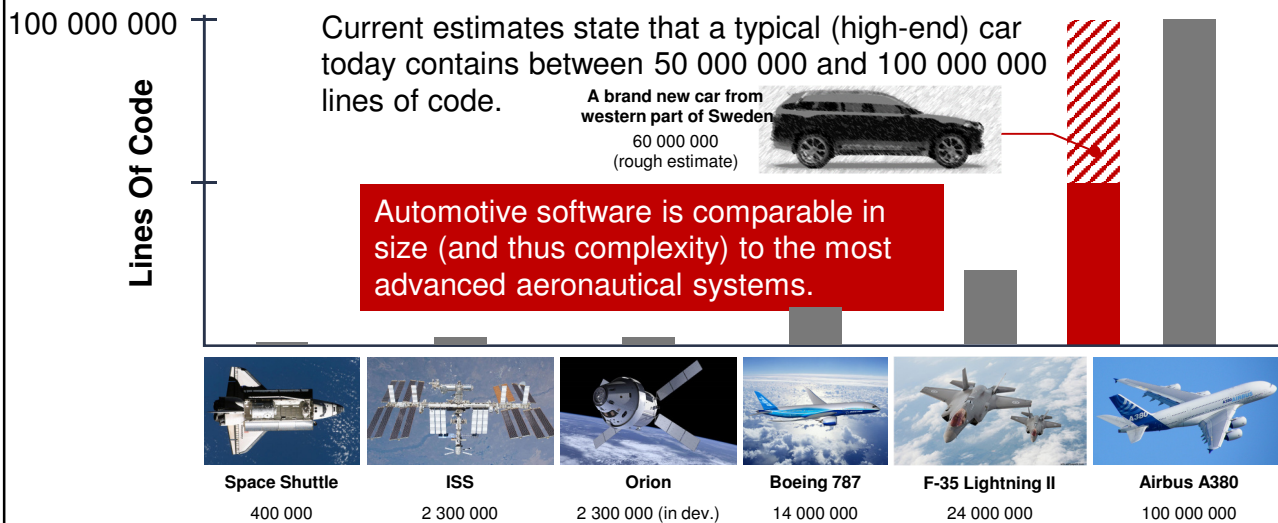


Big Bang Disruption collapses Everett Rogers's classic bell curve of five distinct customer segments for technology adoption—innovators, early adopters, early majority, late majority and laggards.

When Big Bang Disruptors take off, they do so quickly, rising and falling less like a curve and more like a shark's fin. Now, there are only two market segments: trial users and everybody else

SOFTWARE INTENSIVE SYSTEMS

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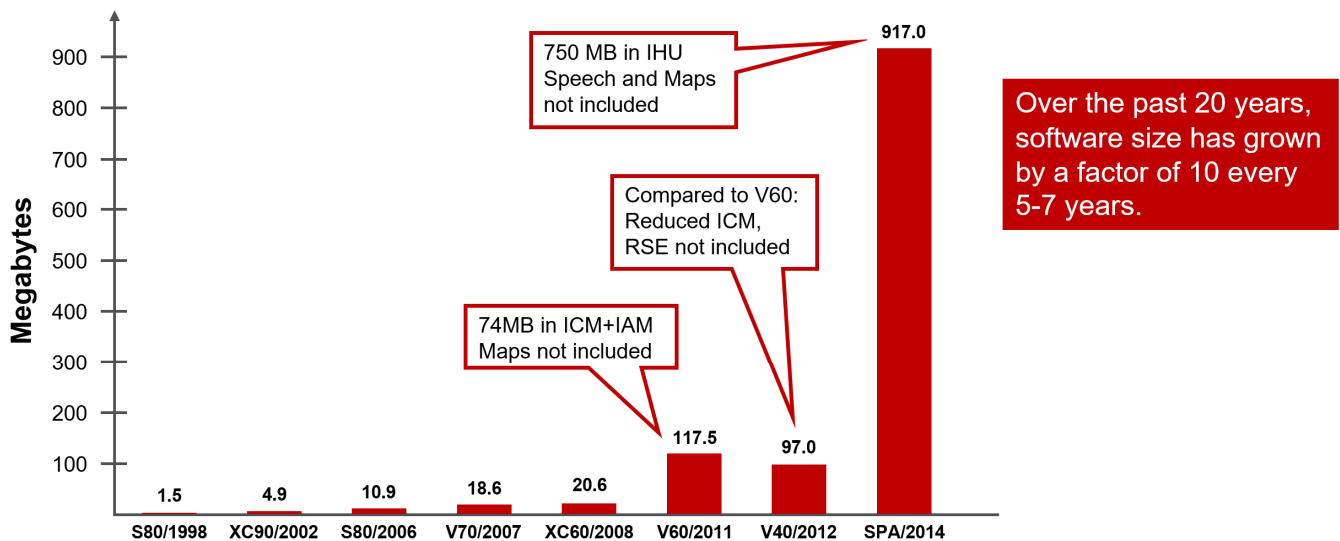


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Source: Martin Hiller, Volvo

SOFTWARE SIZE EVOLUTION AT A BIG CAR COMPANY

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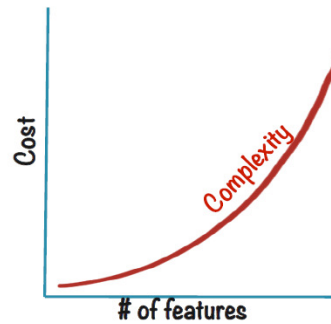
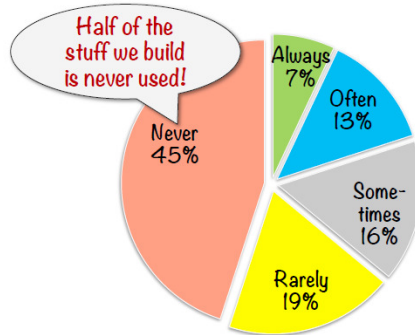


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Source: Martin Hiller, Volvo

We tend to build the wrong thing

Features and functions used in a typical system

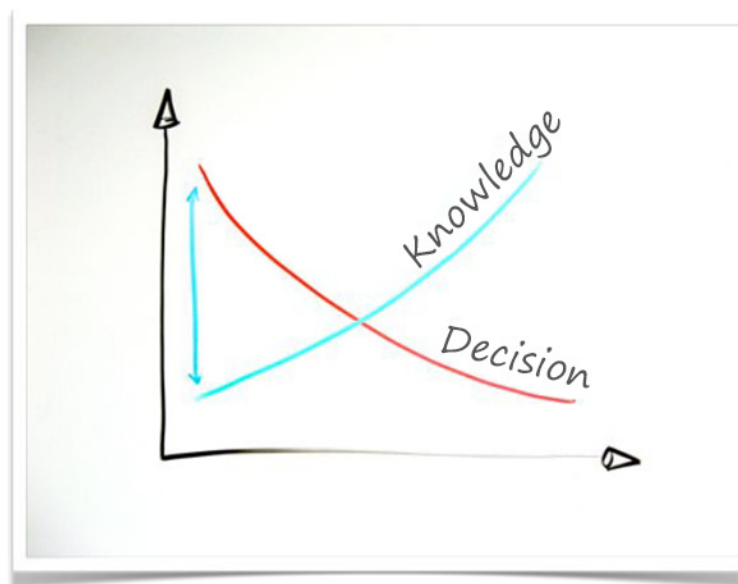


Henrik Kniberg

Sources:
Standish group study reported at XP2002 by Jim Johnson, Chairman
The right-hand graph is courtesy of Mary Poppendieck

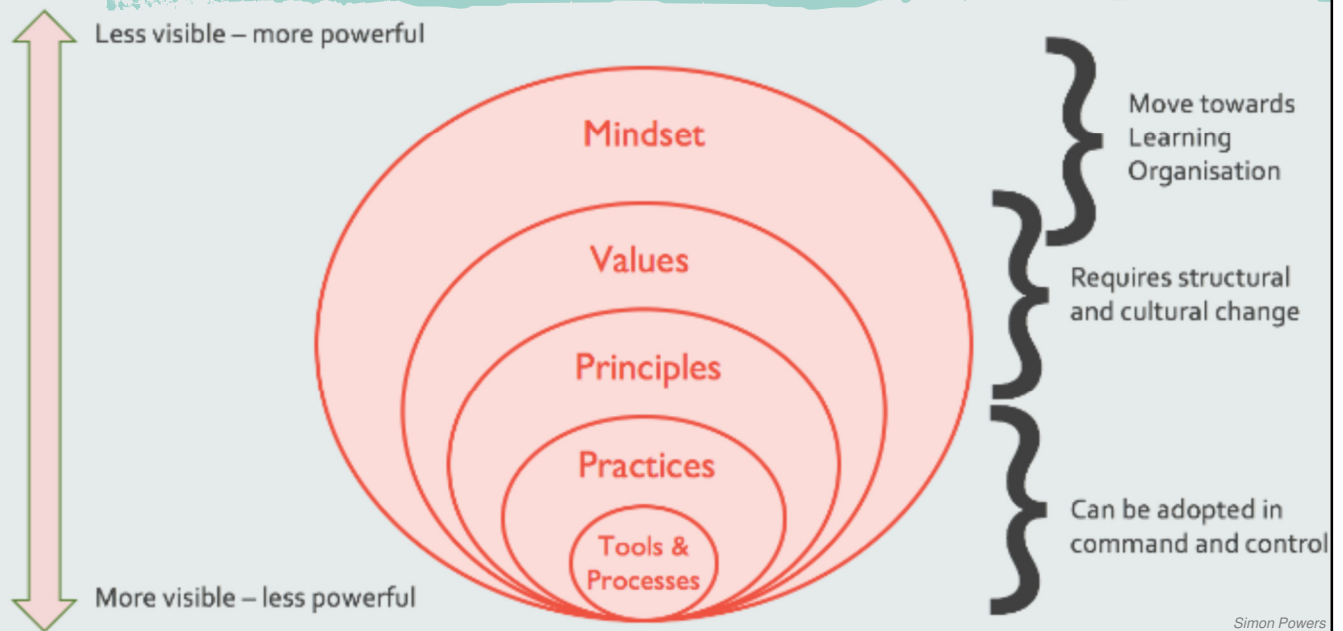
THE PROJECT PARADOX

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WHAT IS AGILE?

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1. Knowit
2. Why go Agile – why scale?

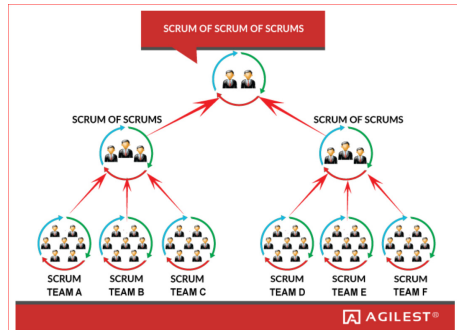
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3. Scaling Agile Frameworks

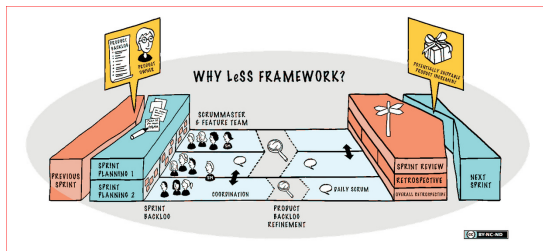
4. LeSS Framework
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FRAMEWORKS

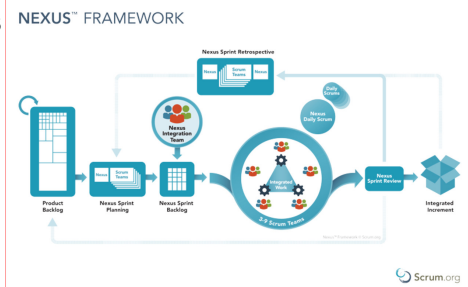


Scrum of Scrums

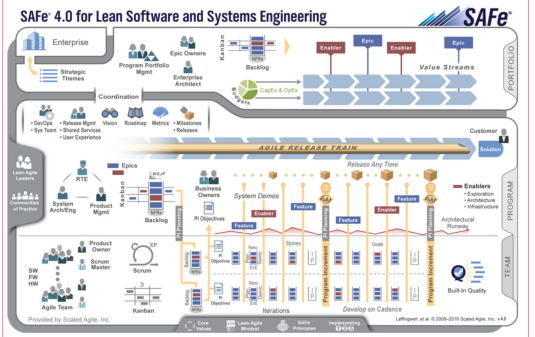


LeSS

Nexus



SAFe



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SCALING AGILE WITH LeSS



“LeSS IS SCRUM APPLIED TO MANY TEAMS WORKING TOGETHER ON ONE PRODUCT”

LeSS is Scrum

- How can we apply the principles, purpose, elements, and elegance of Scrum in a large-scale context, as simply as possible.

... applied to many teams

- Cross-functional, cross-component, — to create done items and a shippable product.

... working together

- Towards a common goal to deliver one common shippable product at the end of a common Sprint.

... on one product

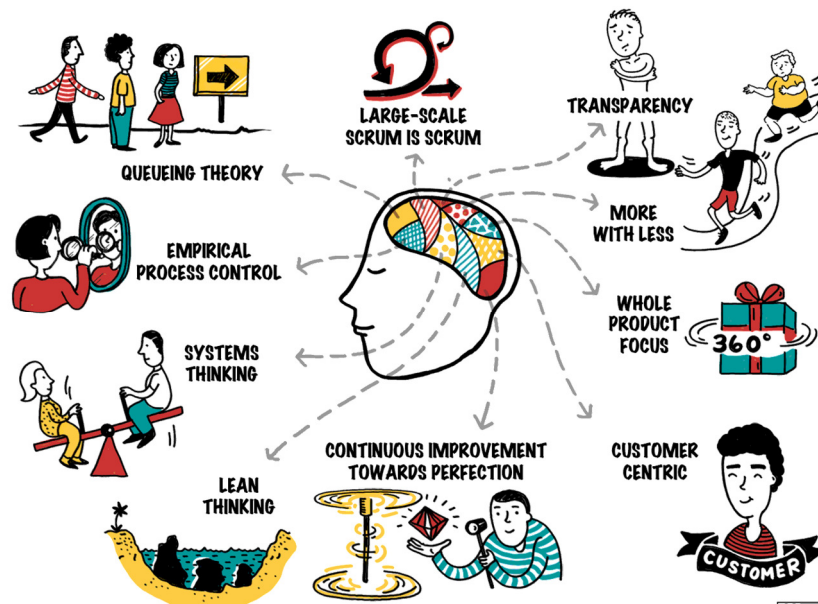
- A broad complete end-to-end customer-centric solution that real customers use.

LeSS PRINCIPLES



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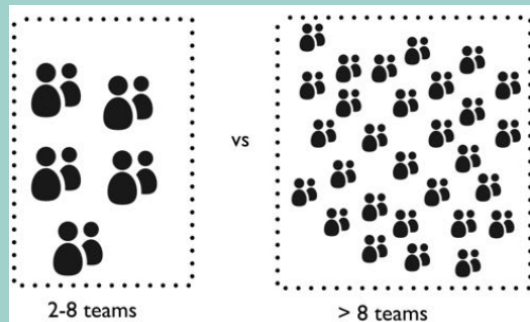
LeSS PRINCIPLES



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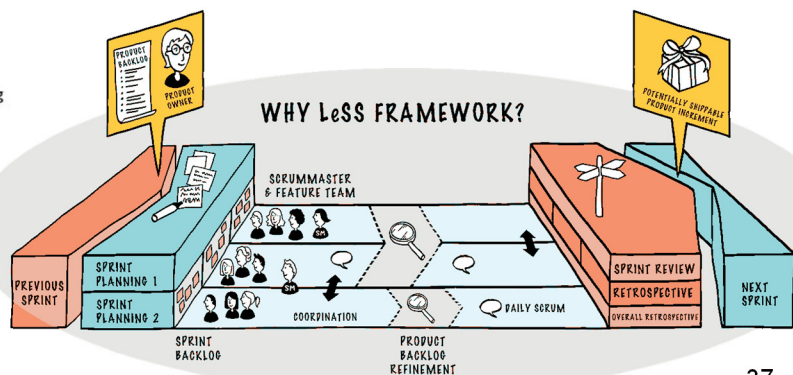
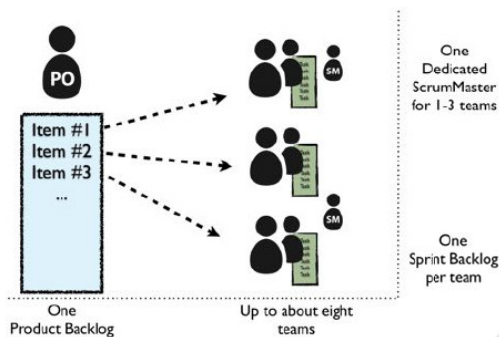
TWO FRAMEWORKS

- LeSS and LeSS Huge



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LeSS

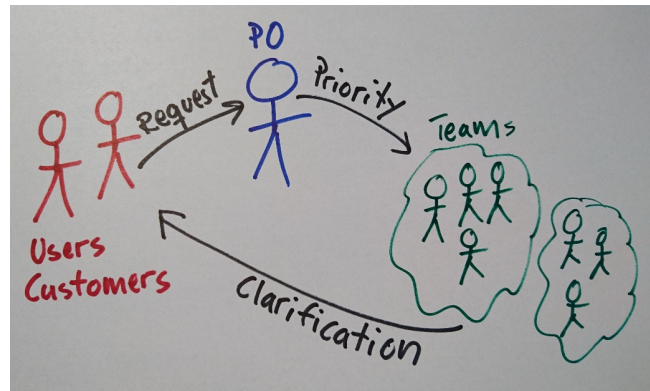


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PRODUCT OWNER

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- The Product Owner need to proactively ensure the old structures are replaced, and act as a connector of developers and users.
- Prioritization over Clarification

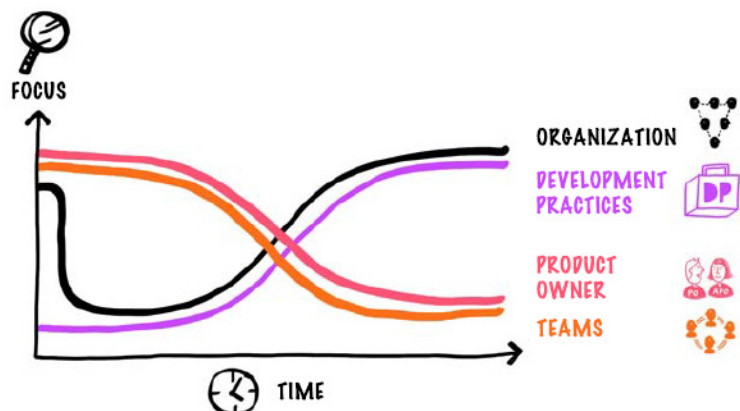


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SCRUM MASTER

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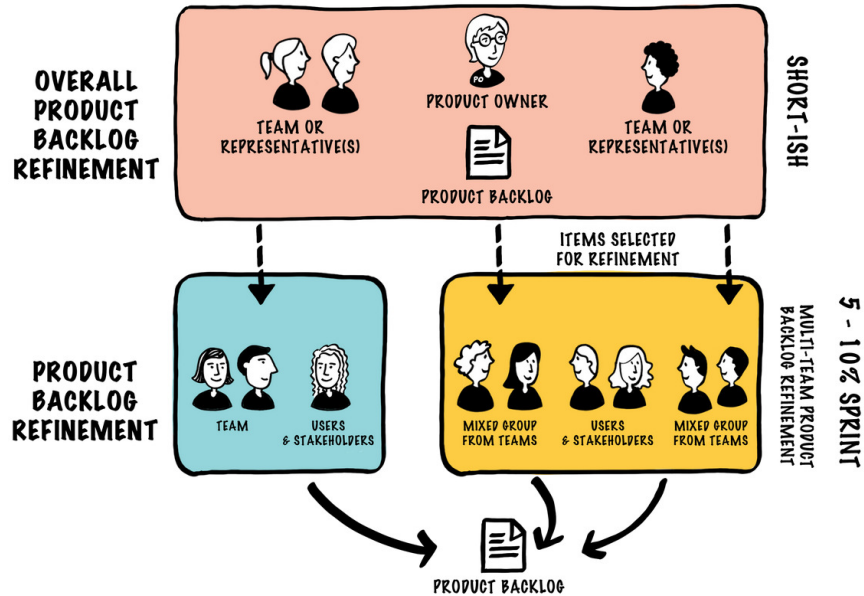
- A Scrum Master is not part-time team member, team representative or “team lead”
- Role often misunderstood by organizations new to agile



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PRODUCT BACKLOG REFINEMENT

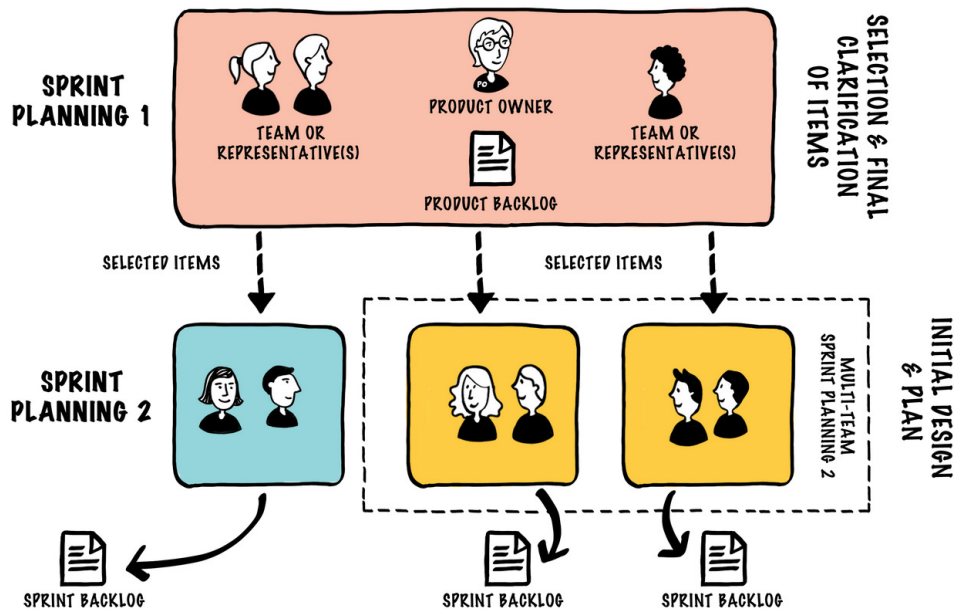
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SPRINT PLANNING

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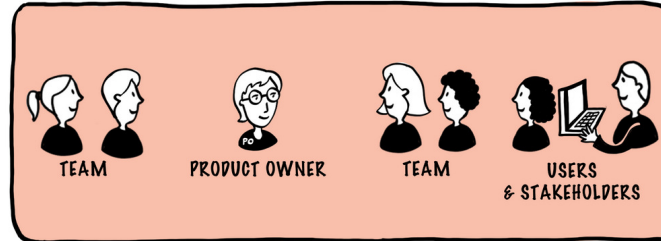


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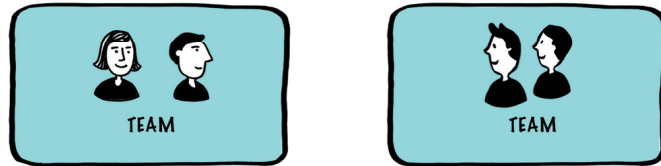
SPRINT REVIEW AND RETROSPECTIVE

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SPRINT REVIEW



TEAM RETROSPECTIVE



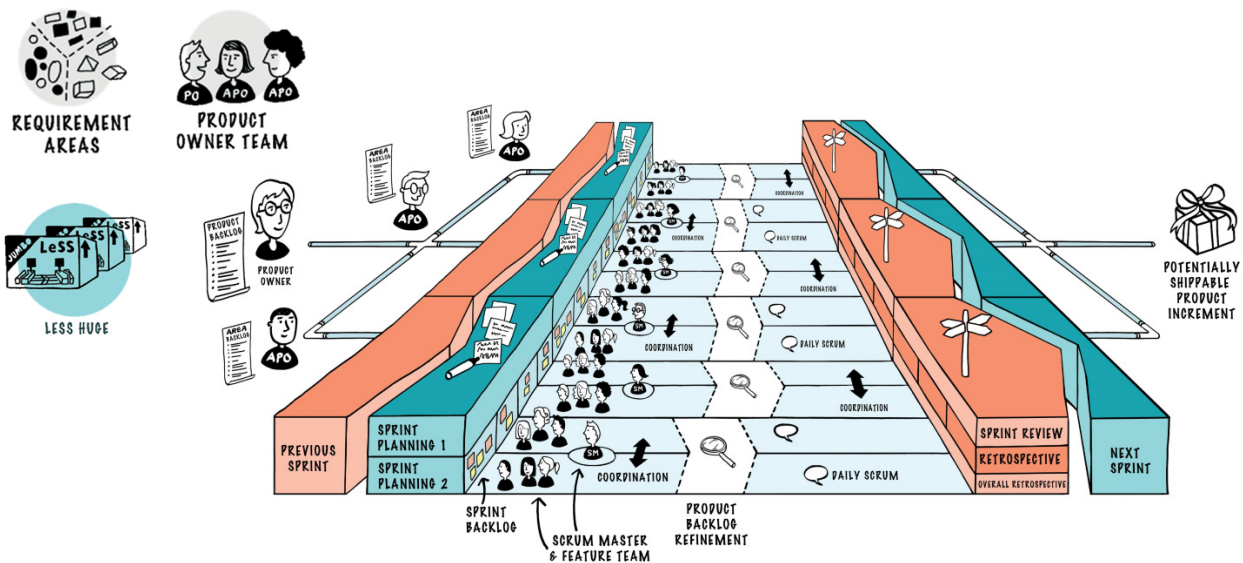
OVERALL RETROSPECTIVE



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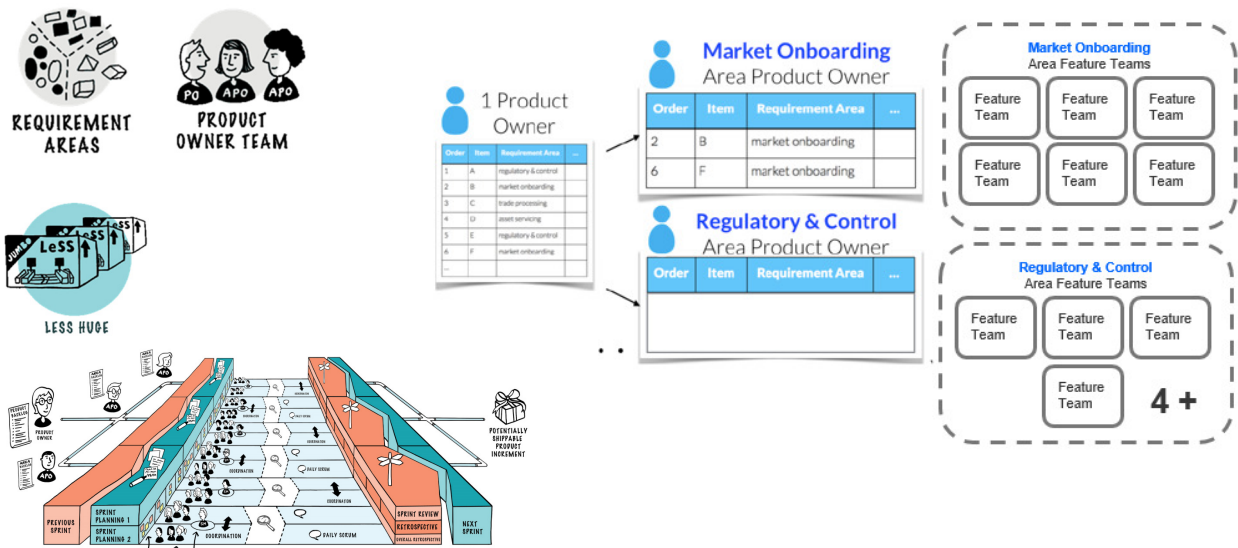
LeSS HUGE - STACKS OF LeSS

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LESS HUGE - REQUIREMENT AREAS

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MANAGERS

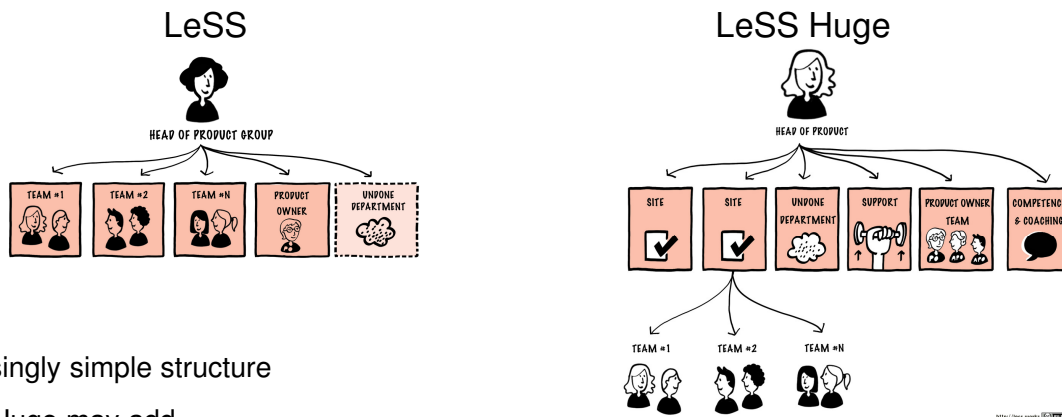
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ORGANIZATIONAL STRUCTURE

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- Surprisingly simple structure
- LeSS Huge may add
 - Support, such as CM & CI
 - Undone Departments, such as Architecture, QA & Test
 - Competence & Coaching

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SUMMARY

- More with LeSS



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Do more

System optimization
Empirical process control
"Barely sufficient methodology"
Descaling with simplicity & freedom
Teams own & evolve their processes
Value
Experimenting & learning & improving
Theory Y
Build up from "why"

Do less

Local optimization
Defined & prescriptive processes
Big methodology
Scaling with complexity & control
Defined processes pushed on to teams
Waste, roles, artifacts, processes (<i>delete, don't add</i>)
Conforming to "best practices"
Theory X
Tailoring down

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SAFe® in 8 Pictures

A Walkthrough of the Scaled Agile Framework®

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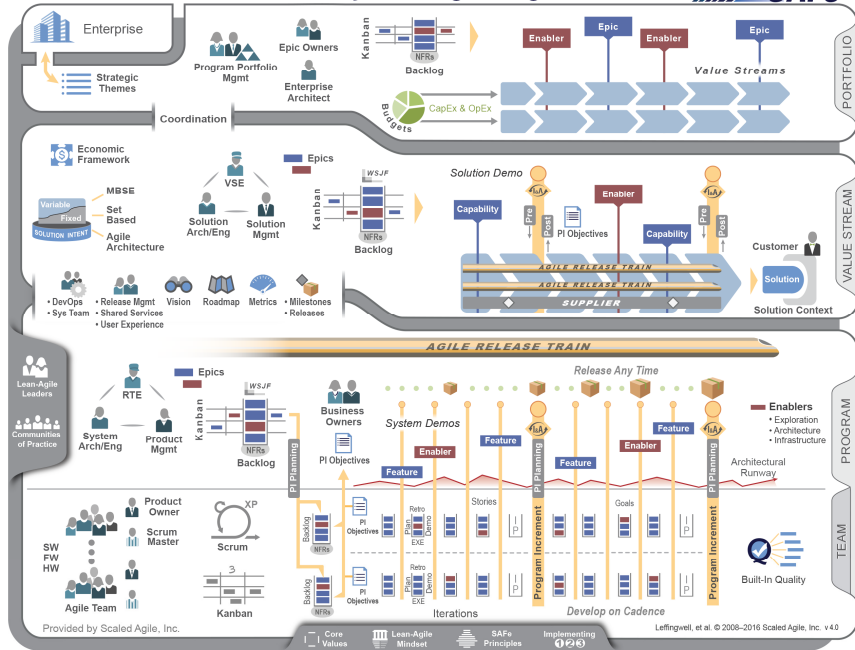
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V4.0.0

Proven

SAFe 4.0 for Lean Software and Systems Engineering

SAFe®



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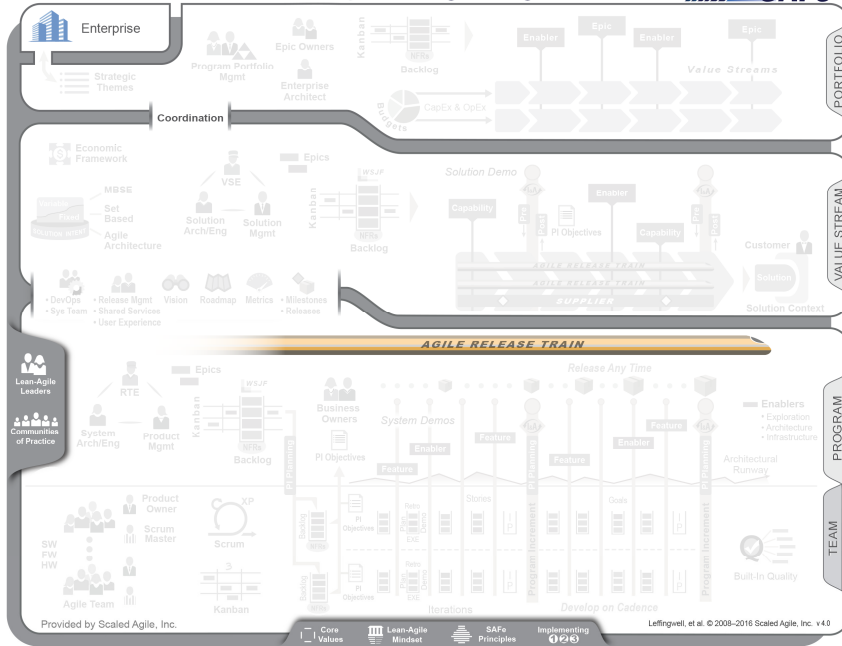
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The Levels

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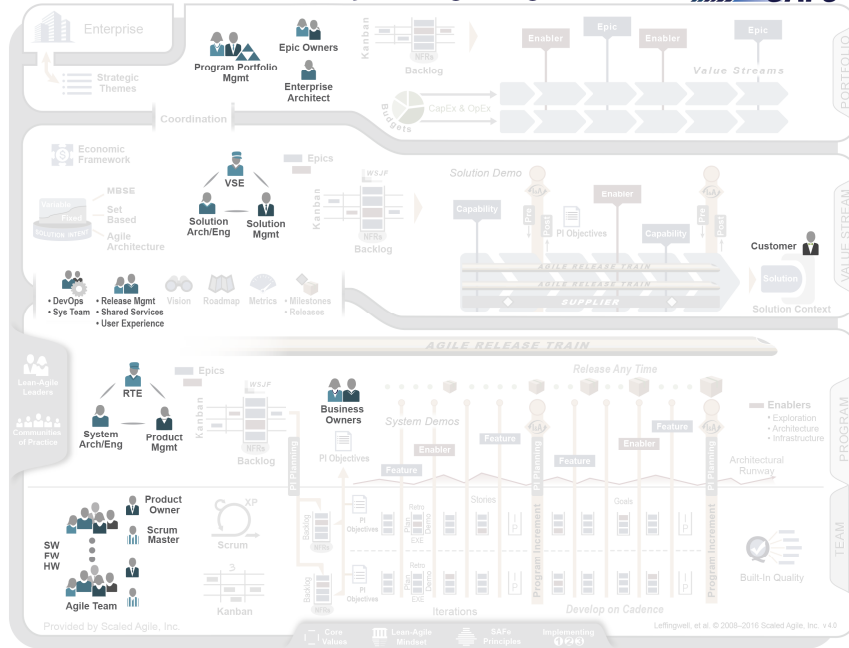
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The People

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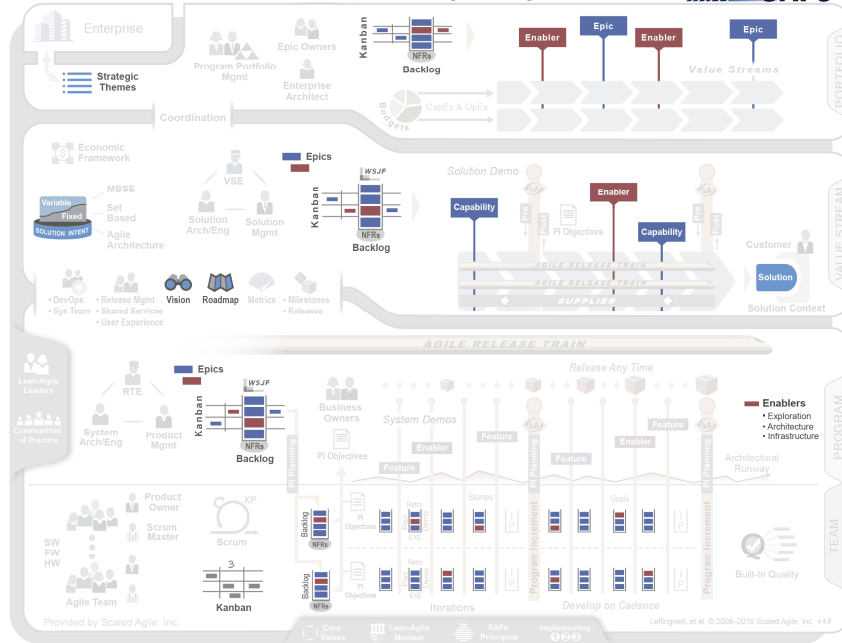
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The Backlogs

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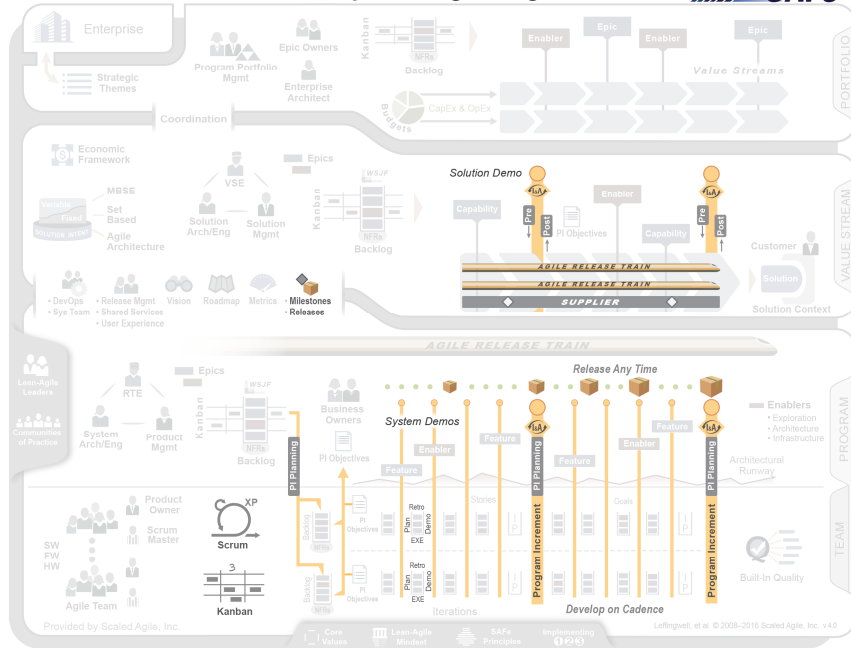
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The Cadence

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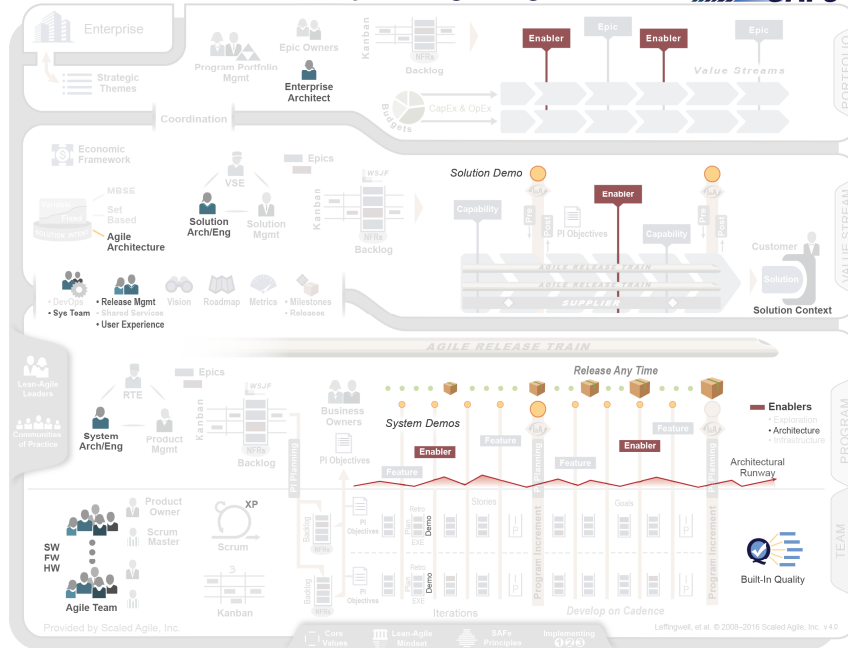
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Quality

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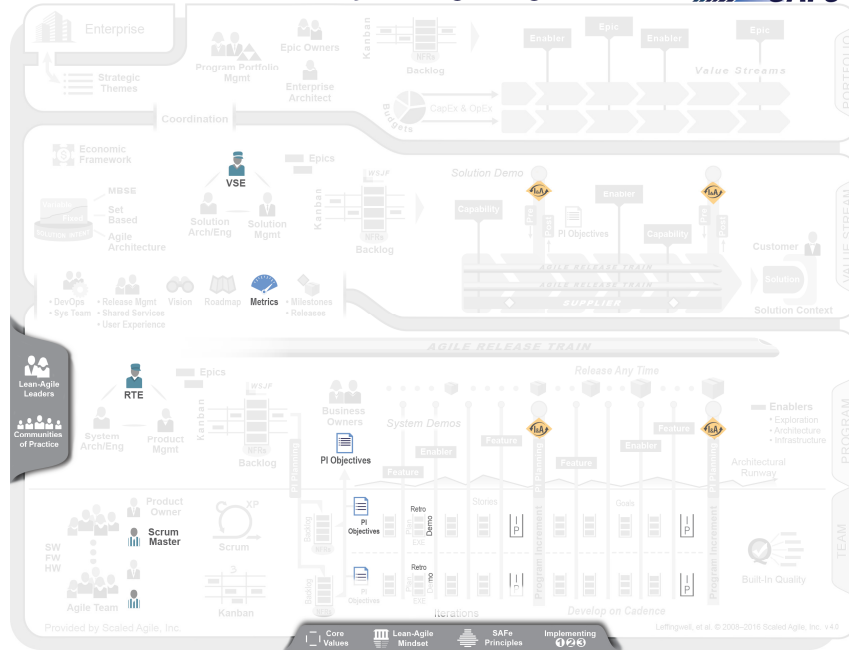
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Relentless Improvement

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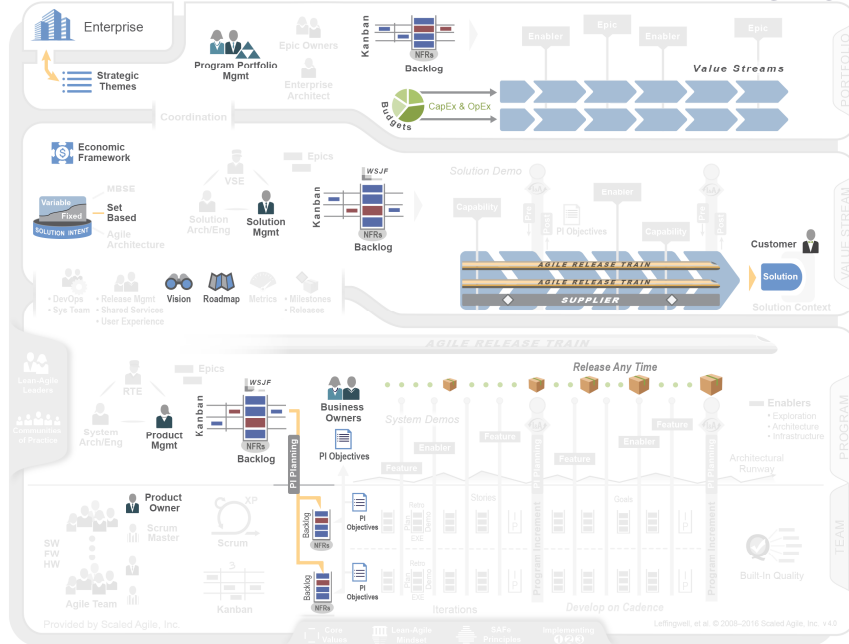
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Value Delivery

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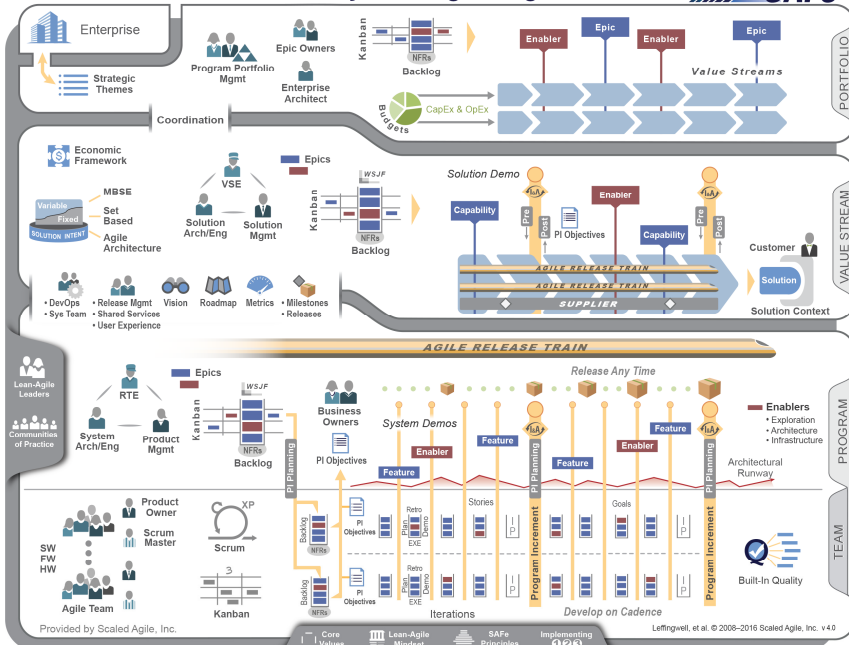
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6.2 Prioritize the Program Backlog

6.99